May 2002

ED NEWSLETTER

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IN THIS ISSUE

Patsy's Farewell Message

By Patsy Morgan, SEA 00PZ (RETIRED!)

On April 3, 2002, Active Duty, Reserve and Retired EDs, friends, and co-workers gathered to bid Patsy Morgan farewell. It was a time to reminisce and celebrate the many contributions Patsy has made to the ED Community. The attendance alone was a reflection of how she touched so many ED lives and careers.

Patsy summed up what the Community has meant to her:

"During the past 35 years I have considered myself a member of the ED Community, even though I was not an uniformed member. I have enjoyed every aspect of working with this truly professional group of naval officers. I named myself the community's professional "Mom" many years ago, and I am intensely proud of all my ED family and the contributions they have made to our nation over the years. My time with you has been awesome, and I move on to other adventures knowing you will continue to wear the uniform proudly and make a difference in ensuring our Navy is protecting the freedom of the American people.

Some people come into our lives and quickly go. Some stay for a while and leave footprints on our heart and we are never, ever the same. The ED Community has left its footprint on my life. Thank you for letting me be a part of your life."

From the bottom of our hearts Patsy, we thank you for the guidance you have given us and we wish you the best in your retirement and new adventures that lie ahead. Fair Winds and Following Seas, Mom!

NAVSEA 00PZ and PERS 445 (l to r): Mr. Bob Klocek, Ms. Monique Perez, Ms. Patsy Morgan, CDR (Sel) John Armantrout, CAPT Robin Hiddemen, LCDR Dave Kohnke, Mr. Richard Todd (not pictured Ms. Jennifer Baker)

VADM Nanos presnts Ms. Morgan with the NAVSEA plaque for Oustastanding Service.

We Need EDOs to Transform Our Navy

VADM George P. Nanos, Jr., COMNAVSEA

Flexibility of Our Navy

Few would have predicted that our Navy's next major operation would be against a land-locked country hundreds of miles from the nearest ocean. In Operation *Enduring Freedom*, America and the world have witnessed the awesome power and reach of the Navy-Marine Corps Team.

These powerful and ready naval forces responded immediately to the horrible terrorism on September 11th, 2001. The nuclear-powered aircraft carrier USS *Enterprise*, returning from deployment, turned her rudder hard right and reversed course to head for the Arabian Sea. USS *Kitty Hawk* innovatively supported Special Operations Forces. America's Naval Warfare Centers aided in many ways, such as the development of the thermobaric fill for the BLU-118 bomb used against caves in Afghanistan.

In the months following 9/11, naval forces have taken the fight to the enemy. This is what we mean when we talk about presence, power, precision. The U.S. Navy's response to the events of September 11th underlines the mobility, lethality, and reach of naval forces.

Transforming for the Future

And, our Navy isn't done. As we fight today, we are transforming for tomorrow. You, our Navy's Engineering Duty Officers (EDOs), are playing key roles in this transformation. Here's a look at three areas where we are leading transformative efforts for our Navy.

Warfighting Capability

NAVSEA and the EDO community are working diligently to deliver to the Fleet major products that will bring unprecedented warfighting capabilities to our naval forces. The contract for the DD(X) family of ships, including CG(X) and the Littoral Combat Ship (LCS), was just awarded at the end of April. We are working on SSGN Conversion, Cooperative Engagement Capability (CEC), Naval Fires Network and ForceNet, *Virginia*-class submarine and much more. These programs and products will give our Navy capabilities in both the near- and long-term.

Our record of delivering transformation is exceptional. For example, recently the Advanced Rapid COTS Insertion program, ARCI, has proven extremely effective – even award winning. The *Virginia*-class submarines have incorporated advances in sonar that have greatly enhanced our detection capabilities. Our Smart Ships program is delivering enabling technologies on several surface ship platforms. Coupled with optimal manning and an integrated power system, Smart Ships will bring radical changes to our Fleet. Again, you are the ones who will provide much of the knowledge base and experience to ensure that these transformational efforts get a chance to succeed.

Fleet Support

Secondly, we also are transforming Fleet support. NAVSEA's Enterprise Resource Planning (ERP) will bring great benefits to our Navy using a single system both afloat and ashore. Data will be entered once and seen by all. We'll also have improved resource visibility and decision-making. More than 140 legacy software systems will be eliminated for more efficient and effective maintenance management.

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MESSAGE FROM RADM ROLAND KNAPP PEO AIRCRAFT CARRIERS

Greetings to my fellow Engineering Duty Officers. There have been many challenges facing our community over the last year, and we have met those challenges head on. We have not only excelled, but we have been presented with opportunities to improve the fleet for our task at hand. We pave the way ahead for technology insertion and engineering innovation while working to sustain America's Navy as the best in the world.

"Where are the Carriers?" This question is at the top of the President's list when determining the response to a world crisis. America's aircraft carriers are there, able to respond rapidly to potential flashpoints – forward deployed and ready to defend peace. This fact was evident on September 11, 2001. The USS ENTERPRISE Aircraft Carrier Battle Group Commander gave a "hard right rudder" order after seeing the attacks on America on television, interrupting the beginning of their trip home from deployment. Within 11 hours, ENTERPRISE was ready to strike enemy areas, had the President so directed. The world saw the results of the strikes launched from aircraft carriers when they did come:

- Over 70% of all sorties into Afghanistan were launched from aircraft carriers.
- 84% of ordnance launched by the carrier air wings hit on target.
- Over 90% of the munitions delivered by the carrier air wings were precision guided.

The on-station endurance of these aircraft carriers has also been essential to America's ability to "take the fight to the enemy." USS ENTERPRISE sustained flight operations for three weeks, and USS THEODORE ROOSEVELT operated continuously for 160 days at sea. NAVSEA's PEO Carriers is responsible for all Aircraft Carrier acquisition and life cycle support planning and sustains the Navy's warfighters by keeping our aircraft carriers fully operational. With a heightened sensitivity to in-service carrier material condition, the Program Office is working closely with the fleet to ensure that our carrier force is in the highest possible state of material condition to conduct sustained combat operations. The Program Office also provides the support which expedites deployment of carrier assets to an appropriate theater, as well as identifying potential scenarios for shifting availability schedules which increases operational tempo and forward presence.

While we work to maintain Aircraft Carriers for continued warfighting efforts, we are working full steam ahead on the Refueling and Complex Overhaul of USS DWIGHT D EISENHOWER (CVN 69). This mid-life maintenance availability will encompass 35% of all the maintenance performed on the ship over the course of her life and extend her service life to 2027, 50 years after her commissioning. The future of the fleet is also well under way with the imminent commissioning of USS RONALD REAGAN (CVN 76) in May 2003 and the construction

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MESSAGE FROM RADM KATHLEEN PAIGE TECHNICAL DIRECTOR, MDA

EDs at the MDA – Shaping the Future of Ballistic Missile Defense

"I never cease to be amazed at the far reaching impact Engineering Duty Officers have on the Navy and DoD. The EDs assigned to the Missile Defense Agency (MDA) and to MDA programs executed by the Navy are a good example of this quiet impact."

The Missile Defense Agency (MDA) is a direct descendent of President Ronald Reagan's Strategic Defense Initiative. Although efforts to develop defenses to ballistic missiles date back to the 1950s, the Strategic Defense Initiative made the development of such defensive systems an overt goal of United States public policy. Surprisingly, ballistic missile defense is a relatively immature mission area for the Department of Defense and especially for the Navy. The only BMD system nearing production is PAC-3 (currently undergoing operational testing).

On January 2nd the Secretary of Defense directed a number of significant changes in the way BMD systems are procured. The semi-independent BMD system development programs scattered throughout the Services were combined into a single acquisition program under a single acquisition executive. The single program is the Ballistic Missile Defense System (BMDS) and the acquisition executive is the Director, Missile Defense Agency, Lieutenant General Ronald Kadish. The Secretary further directed that the BMDS provide a layered defense capable of intercepting ballistic missiles in all phases of flight against all ranges of threat missiles. Elements in development for the Ballistic Missile Defense System (BMDS) are often referred to by the phase of flight (boost, mid-course, terminal) during which engagement by that element is designed to occur. Boost phase elements include Airborne Laser (ABL) and Kinetic Energy (KE) Boost (sea and space). Mid-course elements are Ground Based Mid-course (GMD) and Ship Based Mid-Course (SMD). Terminal elements include Patriot Advanced Capability Three (PAC-3), Theater High Altitude Area Defense (THAAD), and Sea Based Terminal (follow-on to Navy Area.) Additional elements are designated to develop the BMC2, communication, and sensor systems that integrate the various BMDS elements.

There are four EDs assigned to MDA, located in Federal Office Building Number Two (aka Navy Annex): RADM Kathleen Paige, CAPT Deborah Stiltner, CDR John Lawson, and CDR Gary May. There are also three ED's in the Ship Based Midcourse (SMD) element program office located in Crystal City: CAPT Mac Grant, CDR Billie Walden, and CDR(Sel) Brian Gannon.

RADM Paige joined the MDA front office last July as the Ballistic Missile Defense System (BMDS) Technical Director, responsible for system engineering the total BMDS including all elements plus system wide sensor and BMC2 segments. CAPT Stiltner is the Deputy Program

MESSAGE FROM RADM WILLIAM R. KLEMM NAVSEASYSCOM (SEA 04)

As I return to NAVSEA 04 for my second tour in HQ, I have the opportunity to reflect on the relationship between the fleet sailor and the ED community. We serve in a wide variety of roles that are all focused on service to the fleet. At the end of the day you ought to ask yourself, "what did I do for the Sailor at Sea?" You should be able to come up with a solid answer or you are not doing something right. Our Bluejackets are on the pointy end of the spear every single day and it is our job to ensure that they have the very best systems, platforms and weapons to get their job done.

Here within SEA04 we have great opportunity to meaningfully impact fleet readiness. As the Deputy Commander for Fleet Logistics, Maintenance and Industrial Operations the span of control of activity within my Directorate touches every aspect of ship material readiness.

The Logistics arm of the Directorate establishes and maintains policy and procedures to ensure that full logistic support requirements for NAVSEA and Program Executive Officers' product lines are planned, programmed, acquired, and delivered concurrent with ship weapons, combat and machinery systems.

The Maintenance arm manages the Navy Surface Ship Maintenance Improvement Program, ensuring that the Navy's maintenance efforts keep pace with improvements in technology and the latest in commercial practices, and acts as the primary point of contact for the Fleet to seek resolution of maintenance issues.

Within the Environmental and Safety codes, we focus on the development and implementation of environmental safety and protection policies and guidelines for NAVSEA Headquarters and shore activities and ensure that those policies comply with applicable statutory and regulatory requirements as well as long term strategies.

Finally, all these functions come to a head in the Industrial Operations Group, responsible for the implementation actions to improve the delivery of depot level availabilities in both public and private shipyards. Although there are only four active duty EDs assigned to the SEA04 headquarters staff, nearly every ED will at some point serve the Navy at one of our Depot Industrial activities.

The challenges have never been greater than today. Our nation's response to terrorist activities is placing demands on every one of us to provide creative solutions to maintenance issues. It is not acceptable to build backlogs of maintenance as our fleet schedules shift in response to national needs. The talents of the finest engineering leadership in the Navy (YOU!) must be focused on innovation while getting the job done.

As many of you probably know, one of our key civilians in the Depot Arena, Mr. Bernie Clark, retired at the end of January this year. Mr. Jim Brice (formerly SEA08X) has now reported on board and we look forward to forging new plans to the challenges that lie ahead.

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MESSAGE FROM RADM DALE E. BAUGH CINCLANTFLT (N43)

Next month will mark six months since I assumed duties as Director Fleet Maintenance, U. S. Atlantic Fleet. Coming to this job from SEA 04 has broadened my perspective regarding the important role EDs play supporting our Fleet. Working in the Fleet has reenergized my personal beliefs on how vital it is for our community to remain completely engaged in the day to day business of putting our ships to sea and keeping them there for extended periods. I look ahead to the ongoing challenge of balancing budgets, ship schedules and repair requirements given the national ship repair resource limitations.

As I walk the decks of ships and the floors of shops, I see the good things our community is doing for the Fleet. However, at the same time, I see, despite our best efforts, the effects of maintenance not getting done. It is our job to define the requirement and defend it. This remains a struggle given that there always seems to be more work to be done than money to pay for it. One of the primary responsibilities of the newly established Commander, Fleet Force Command (CFFC), is to define the

requirement for both Fleets and to represent the Fleet's needs. As such, the Fleet has been more deeply engaged in the POM process than before, working with resource sponsors to communicate Fleet needs. This is a giant step in the right direction, but we still have much to do to make this work.

Navy Facility That Works With the Fleet. The Navy's Non-Development Items (NDI) Facility at NAS Norfolk explores commercial off-the-shelf technology for new products that can be adapted to the unique requirements aboard Naval ships. The NDI facility is a liaison between the Fleet and civilian industry, acting on Fleet initiatives for safety and survivability improvements, to locate and acquire commercially available, state-of-the-art equipment. The following are examples of NDI accomplishments and what is to come: the use of a quick step collapsible ladder that takes up much less space than a regular ladder, a two-glow baton signal device with various colors without interchanging cones, and the Self Contained Breathing Apparatus (SCBA) vice the old Oxygen Breathing Apparatus (OBA).

Ship's Maintenance and Material Management (3-M). A group of 3-M professionals met recently at Dam Neck to develop a comprehensive Master Task List of the skills required to manage a viable Ship's 3-M program. Impetus for this action was recent INSURV comments portraying a systematic decrease in effective management and leadership of our maintenance processes. Under the tutelage of Training/Education Development Specialists and guidance from Group Facilitation professionals, five basic 3-M knowledge factors were identified. These knowledge factors are: (1) define Navy 3-M; (2) state the primary references associated with 3-M; (3) state the scope and primary objectives of the 3-M system; (4) state the types

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Getting Lean on the Gulf Coast

By LCDR Henry Stevens, SUPSHIP New Orleans

Imagine reducing the time from concept to delivery of warships, aircraft, and weapons by 50%. Imagine decreasing the amount of money tied up in inventory and work process by 70% and decreasing rework and unplanned work by 70%. Imagine increasing availability of critical equipment to 99%. Incredible? Lunacy?! Attainable? YES! Lean is the way and it's underway at LPD 17.

What is Lean?

Lean promotes continuous improvement and pursuit of perfection and minimizes cycle time, from order to delivery. It is a systematic approach, starting with the 5S's (Sort, Straighten, Shine, Standardize & Sustain) and identifying and eliminating waste or non-value added activities, such as Over Production, Waiting, Transportation, Over Processing, Inventories, Movement, and Defects. There's no time for rework or idling, and the bottom line is a better (higher quality) product quicker and at lower cost. "Lean Thinking," by Womak and Jones, 1996, is based on the Toyota Production System and since coining the phrase, a number of industries have adopted lean principles, including ship construction and repair.

Why are we doing this?

In the CNO's guidance for 2002, "Fight and Win!," he challenges, "The readiness of our Fleet rests on innovative leaders focused on improving [the] five key areas." "Better business practices are essential for freeing up resources for enhanced procurement and transformation." We must show EDs are "aligned to deliver exactly what we are designed to produce - a combat-capable Navy, ready to sail into harm's way." Additionally, the CNO has challenged our community to free up resources to support an "increase [in] ship and aircraft procurement rates by the end of the FYDP to, at a minimum, buy 10 ships and 210 aircraft a year" up from FY02's five ships and 88 aircraft. Our customer, the Fleet, deserves first-class support to meet future operational demands and we must demonstrate daily that EDs are the right leadership answer, freeing the Fleet to focus on warfighting training and readiness.

LPD Construction Site with T-AKR 305 in the background. Photo by: Spike Thibodeaux, TMA

NAVSEA New Orleans is a leader for Lean implementation in ship construction.

In partnership with NAVSEA Pascagoula, our primary contractor, Northrop Grumman Ship Systems (NGSS), and their subcontractors, NAVSEA New Orleans has embarked on a journey to achieve 5-year goals similar to those stated in the opening paragraph. We believe that through implementation of Lean Manufacturing Techniques, these goals are achievable and in the best interest of the Navy and taxpayer. Firmly believing a team effort between supplier and customer will result in the most effective and efficient business processes, **CAPT John Exell**, the Supervisor, **CAPT Phil Johnson**, CO of NAVSEA Pascagoula, and NGSS Senior Vice President, Dr. Corky Graham, (a retired ED), have established a Lean Council. The Council is developing the strategy and a "Lean Road Map" for where we plan to take Lean Manufacturing on the Gulf Coast. CAPT Exell has also challenged and empowered our departments to roll up

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The Board of Inspection and Survey (INSURV) - Inspect a Few, Learn a Lot

By LCDR Gary Null and CDR Neil Bourassa

The surface Board of Inspection and Survey is currently composed of a Pacific Board located in San Diego, CA, and an Atlantic Board and Trials Board located at NAB Little Creek in Norfolk, VA. That will all soon change with the combining of the three Boards in Norfolk, which is due to be completed in December 2002. Additionally, starting in January 2002, INSURV will be aligned by functional areas. Combining the Boards by functional areas will give every officer a better opportunity to cross-train within their departments, as well as within the command in general. For instance, with a single pool of Auxiliary Inspectors one can cross train in the Information Systems department and receive training on the latest SPAWAR installations. Inspectors who specialize in inspecting in-service ships will be able to participate on Acceptance Trials and visit our new construction shipyards. Furthermore, the new alignment will lighten the load on the travel schedules, giving the command more flexibility and maintaining a greater quality of life.

An example of the realignment is the establishment of an entire C5 Systems Directorate (Combat Systems and C4I). Under the leadership of CAPT Scott Barbour (DCOS C5 Systems) this group of EDs, LDOs and SWOs will inspect the entire spectrum of shipboard electronic systems in the areas of Anti-Submarine Warfare, Communications, Command and Control, Information Systems Navigation, Operations and Weapons.

HM&E Systems

There are a total of seven ED inspectors within the three surface Boards in the area of HM&E. LCDR Gary Null, has been with INSURV since February 2001, but in this short span of less than a year, he has already inspected 21 ships in 9 different ship classes. LCDR Null serves as the Auxiliary Inspector on the Atlantic Board, and in this role is responsible for the inspection of all non-propulsion engineering systems such as the anchor windlass, steering, air compressor, AC&R, and package conveyor systems.

LCDR Gary Null inspects the Anchor Windlass onboard the USS Trenton (LPD-14) during the "pre-underway"

The Auxiliaries Inspector works closely with the Main Propulsion (MP) and Electrical Inspectors (EL) in identifying engineering deficiencies. Working closely with the MP and EL inspectors increases the EDs' overall level of knowledge in all HM&E systems. Likewise, INSURV also has a number of ED billets in the area of Damage Control.

One of the major advantages of serving on the INSURV Board is the opportunity to see every ship class in the Navy. The job also gives you a chance to work closely with the Fleet Technical Support Centers(FTSCs) and In Service Engineering Agents (ISEAs), as well as the benefit of working on a daily basis with LDOs. LDOs are instrumental in increasing everyone's knowledge of the ships' systems due to their extensive prior enlisted experience.

LCDR Darren Plath works closely with sailors during the "open and inspect" phase of Final

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Engineering Duty Officers and the A-Team at Norfolk Naval Shipyard

By LCDR Stephen Marino

Imagine if you will, a multi-million dollar project involving hundreds of people, performing thousands of mandays of work. Imagine multifaceted technical problems requiring detailed engineering solutions. Imagine yourself as an integral player in coordinating this work and resolving difficult technical issues on a daily basis. Project Management Teams at Norfolk Naval Shipyard realize the benefits of employing Engineering Duty Officers in senior project team positions. EDs are given advanced responsibility and authority in the management of complex ship maintenance availabilities. Their contribution is significant in the success of each project.

Recent times at Norfolk Naval Shipyard have been very busy for members of the Amphibious Team, A.K.A. the A-Team. USS Saipan (LHA 2) arrived nearly 14 months ago for a Complex Overhaul (COH) and recently, USS Kearsarge (LHD 3) arrived for a four month availability. In each case, Engineering Duty Officers have been faced with the challenges of managing these projects and providing an important service to our fleet.

LCDR Todd Hooks is the Deputy Project Superintendent (DPS) for the SAIPAN project. From the day he arrived nearly eighteen months ago, he has been involved in every aspect of SAIPAN's Complex Overhaul. From the onset, one of the largest challenges was the first-ever LHA installation of a sea water compensation system. LCDR Hooks' efforts in managing the Project Team has allowed Team SAIPAN to support this first-ever installation, an early undocking and a successful sea trials period. "After my department head tour as a Gas Turbine Chief Engineer, I thought I understood ship maintenance and repair. As Deputy for this availability, and as a member of the project team, I now have a much broader view of what it takes to plan and execute an availability of such magnitude. As a first tour ED, I've been able to see first hand, at a much higher level, how the

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EDs & A-Team...

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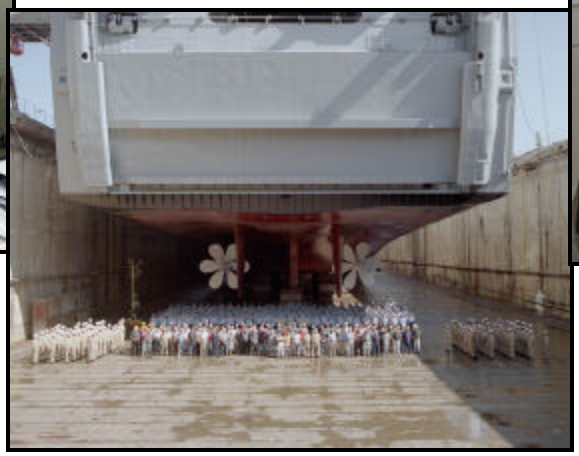
LCDR Jess Arrington (standing) and LCDR Todd Hooks discuss issues concerning electrical alterations during SAIPAN's Complex Overhaul.



LCDR Todd Hooks and LCDR Jess Arrington (front, right-center) pose for a picture in the dry dock with members of the SAIPAN crew, the shipyard and other members of TEAM SAIPAN.

CDR(sel) Michael Malone (left) reviews work being done on the ship's ventilation systems with LCDR Steve DeWitt, who is being assigned as the Deputy Project Superintendent for the upcoming BATAAN Project.

ED Recruiting at the USMMA

By LCDR Bill Greene, Puget Sound Naval Shipyard

On 21 March 2001, LCDR Johnny Wolfe (SSP) and LCDR Bill Greene (PSNS) traveled to Kings Point, New York, to represent the Engineering Duty Officer Community at the United States Merchant Marine Academy (USMMA) spring Military Information Night. The objective of the trip was to get the word out to the midshipmen about opportunities in the ED community, especially the Surface and new Submarine ED Option Programs. The latter program will allow up to five USNA and five NROTC midshipmen to be selected as Submarine ED Options each year starting in FY03. Graduates follow the standard submarine officer pipeline, except that they will attend graduate school for their post JO shore tour. Following their submarine department head tour, they may exercise their option to enter the Engineering Duty Officer community.

The mission of the USMMA is to "educate and graduate professional officers and leaders of honor and integrity, who are dedicated to serving the economic and defense interests of the United States in our Armed Forces and Merchant Marine, and who will contribute to an intermodal transportation system that effectively ties America together". In addition to a Bachelors degree, graduates earn a U.S. Coast Guard license as a Merchant Marine Officer, as well as a reserve commission in a branch of the armed forces. LCDR Wolfe, a USMMA alumnus, noted that the school provided him an excellent foundation for his career as an ED. All the midshipmen spend one full year at sea doing hands-on operations and engineering prior to graduation. "They really get their hands dirty during their sea year, and come away with a solid understanding of ship maintenance and operations" Wolfe said. They also conduct an internship of two to six weeks in a maritime industry position. Degree programs include "Marine Transportation", "Marine Operations and Technology", and "Marine Engineering and Shipyard Management".

Tools of the trade – USMMA students picked up over 300 ED flyers, photos and stickers at the military information night.

All branches of the armed forces and the Coast Guard attended the Military Information Night. The Navy alone had representatives from the Civil Engineers Corps, Supply Corps, Nuclear Power and Aviation Communities, as well as the ED Community. In addition to the military, over 100 maritime transportation companies visit the campus each year to recruit graduates.

The demand for engineers in both the military and private industry has been increasing in recent years. "I asked LCDR Wolfe and LCDR Greene to make this trip because our community can no longer afford to be the best kept secret in the

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LCDR Johnny Wolfe (above) and LCDR Bill Greene (below) talk to USMMA Midshipmen about careers in the Engineering Duty Community.

From the Desk of PERS-445B

CDR(S) John Armantrout

Greetings from the 1440 CDR/ LCDR/LT detailer! I would like to give you an update and provide some "critical path" dates for you to keep in mind.

The 2002 slate is mostly complete – there are a couple jobs left to fill and we've already contacted the folks involved. Due in a large part to Patsy's excellent guidance and the great turnover from CDR Tim Atkinson, it was a fairly smooth event! As far as the 2003 slate, here are some dates to keep in mind if you have a PRD between now and March 2004 (or if you are interested in moving in calendar year 2003):

- Now: Download the latest JOBS list from the ED homepage – additionally, download the 2003 Priority 1 JOBS list (more on this later).
- By 19 July 2002: Schedule time with your mentors for career counseling (keep in mind the Afloat, Fleet and silver bullet jobs!).
- By 2 August: Provide your prioritized preferences to the detailer shop (p445b@persnet.navy.mil).
- By 31 Oct: 2003 Full Contact Detailing – call or write early and often!

You might be asking, "What is the 2003 Priority JOBS List?" Good question! It is new this year. All of our billets are given a priority for filling. The Priority 1 jobs are all of our Afloat jobs, overseas, Fleet staffs, and TYCOMs. We'll be filling these jobs first.

As you are all leaders in the ED Community, you should also know that we are over 100 folks short of the number of billets we have to fill. This makes the process that much more difficult and we appreciate all the help and cooperation. If you haven't yet recruited someone into the ED community, please put that on your list of things to do TODAY!

I am looking forward to working with everyone!

EDO Receives Literary Award from Surface Navy Association

Captain Dave Lewis, USN, was recognized along with three other authors during the annual Surface Navy Association (SNA) Award banquet in January, 2002. He received an Honorable Mention U.S. Naval Institute/Surface Navy Association Literary Award for his August, 2001 *Proceedings* article "DD 21: Another *Seawolf*?" The Award recognizes "the best professional articles in any publication addressing Surface Navy or surface warfare issues". Captain Lewis' article postulated parallels between the Navy's management of the submarine shipbuilding industrial base during the transition between series SSN 688 and series SSN 21 production and the impending transition from DDG 51 to DD 21 (now DD(X)). Because of the largely non-technical *Proceedings* audience, Captain Lewis focused his article on the demonstrated impact of industrial base decisions on force structure; the SNA/ USNI award clearly validated the merit of that approach.

Captain Lewis is currently serving as the Aegis Shipbuilding Program Manager in the Program Executive Office for Theater Surface Combatants. He is responsible for the construction and delivery of all DDG 51 Class surface combatants. Prior tours included assignments to the Supervisor of Shipbuilding, Conversion and Repair, Bath; the staff of the Assistant Secretary of the Navy for Research, Development, and Acquisition; the Aegis Shipbuilding Program Office; USS *Ticonderoga* (CG 47); Naval Surface Force Pacific Readiness Support Group, San Diego; Fleet Combat Training Center, Dam Neck; USS *Biddle*

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FY-03 O-8 Select

Rear Admiral Dennis M. "Denny" Dwyer was born in Philadelphia, Pennsylvania and appointed to the U.S. Naval Academy in 1969.

Following graduation in 1973, Rear Admiral Dwyer served in USS LUCE (DDG-38), followed by assignment to the Naval Postgraduate School, Monterey, CA, where he was designated an Engineering Duty Officer and awarded a Master's Degree in Electrical Engineering in 1978.

In 1979, Rear Admiral Dwyer reported to the Naval Sea

Systems Command as a Tactical Data Systems Project Officer and then served as the Shipboard Integration Manager for the Joint Tactical Information Distribution System (JTIDS) in the Naval Electronics Systems Command. In 1983, Rear Admiral Dwyer was assigned as the Basic Course Director at the Engineering Duty Officer School, Vallejo, CA.

In 1985, Admiral Dwyer reported as Assistant Engineering and Combat Systems Officer for the Supervisor of Shipbuilding, USN at Newport News Shipbuilding.

He then became the Combat Systems Officer at the NAVSEA Detachment, Fleet Support Atlantic, Norfolk, and in 1988, reported to Norfolk Naval Shipyard,

FY-03 O-7 Select

Captain Gregory R. Bryant enlisted in the Navy in 1970, and was selected for the Naval Enlisted Scientific Education Program. Through NESEP, he attended the University of New Mexico earning a B.S. degree in Electrical Engineering Magna cum Laude with Distinction and was commissioned as an Ensign. His first commissioned tour was at the Division of Naval Reactors (Naval Sea Systems Command) in Washington, D. C. During this tour, he was selected to join the Engineering Duty Community.

In 1982, Captain Bryant was assigned to Puget Sound Naval Shipyard where he served as a Senior Nuclear Ship Superintendent, a Non-Nuclear Ship Superintendent and Assistant Nuclear Repair Officer. After transferring to Naval Postgraduate School in 1986, he earned an M.S. degree in Computer Science with distinction.

In 1988, Captain Bryant reported to Mare Island Naval Shipyard where he served as Type Desk Officer, Planning and Estimating Superintendent, Nuclear Repair Officer and Nuclear Production Manager. During this tour, he completed his Engineering Duty Dolphin qualifications. He then reported to USS HOLLAND (AS 32) homeported in Apra Harbor, Guam, and served as Repair Officer.

Captain Bryant transferred to Pearl Harbor Naval Shipyard in 1994 where he served as the Engineering and Planning Officer and Operations Officer. In 1998, Captain Bryant served as Commanding Officer of the Engineering Duty Officer School in Port Hueneme, CA. Captain Bryant is currently Commander, Puget Sound Naval Shipyard, assuming command in July 1999.

Nanos...

Continued from page 2

ERP provides a single set of "Rule and Tools" to Sailors performing maintenance. It puts tools in Sailors' hands that are connected to a tremendous support system and will give us the metrics and the ability to understand what is working and what isn't working at a level we have never had before.

Distance Support continues to be the cornerstone of a collaborative infrastructure, leveraging both Navy and Industry resources to provide customer service second to none, while increasing readiness and reducing workload. It gives the Sailor and support infrastructure the processes and tools to anticipate and resolve Fleet problems anywhere in the world. Both Fleet commanders and the entire support infrastructure have praised Distance Support. The Commander, Naval Surface Force announced to the Fleet last year: "Distance Support is now the primary initial means for the Fleet to obtain shore-based support for shipboard operational requirements and readiness…Growth of Distance Support over the past two years has rapidly matured to the point where teams ashore are now part of a deployed ship's crew 24/7/365."

Having proved its value after the attack on USS *Cole*, Distance Support has been a force multiplier during Operation *Enduring Freedom*. Now, NAVSEA has been selected to lead a Joint Services Advance Concept Technology Demonstration to implement Distance Support DoD-wide.

A similar transformation is occurring in Fleet support from our shipyards. During the next seven years, almost 20 percent of the submarine Fleet will require refueling and major maintenance periods, more three times that of the past decade. In support of this requirement and in response to the Vice Chief of Naval Operation's Task Force Mike initiative, we created what we call the Submarine Factory. Coordinated by NAVSEA Headquarters Submarine Depot Availability Program Office (PMS 393), America's four naval shipyards are functioning as a single entity to meet these requirements. In fact, we are working to surpass previous standards with impressive reductions of 688-Class depot modernization periods (DMPs) and engineering refueling overhauls (EROs), incrementally shortening the current DMPs from 12 to 11 months, and the EROs from 24 to 20 months.

Last year was the second year of an unprecedented surge in major submarine workload. America's Naval Shipyards responded: they started six depot availabilities, completed another three, and had eight in execution. Portsmouth Naval Shipyard recently set a maintenance record with the first-ever completion of a submarine ERO in less than 24-months, on USS *City of Corpus Christi* (SSN 705). That was just after the Portsmouth team completed a record-breaking sub-13 month DMP on another submarine, USS *Miami* (SSN 755). At the moment, Norfolk Naval Shipyard is on-track for a record 23-month refueling on USS *San Francisco* (SSN 711).

In addition to submarine work, we have added other successes such as the USS *Harry S Truman* (CVN 75) at Norfolk Naval Shipyard. The carrier completed its six-month availability ahead of schedule and under budget. A major accomplishment during *Truman's* maintenance period was an alteration to each of her catapults—the first time an alteration of this type was attempted on all four catapults and completed during a single availability. Also, Puget Sound Naval Shipyard recently completed the Navy's first Trident II missile upgrade on USS *Alaska* (SSBN 732). *Alaska* returned to the Fleet in top condition after a complex 19-month overhaul, early and under budget.

All of NAVSEA is contributing, too. The Supervisors of Shipbuilding, Construction and Repair (SUPSHIPs) have just restored to the Fleet the USS *Cole* (DDG 67), which was attacked by terrorists in October 2000. They supervised the extensive repairs and modernization during 14-months of repair work at Northrop Grumman Ingalls Shipbuilding in Pascagoula, MS. Now, the *Determined Warrior* is back with the Fleet and ready to join

See ***Nanos***, page14

Nanos...

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America's War on Global Terrorism.

Much of our success in the shipyards has come from our Business Process Reengineering and adopting Lean Manufacturing techniques. These have proved invaluable in helping us meet our goals and contain costs. Again, we need to continue to seek ways that we can use business practices and emerging technologies to improve our performance in the shipyards.

Transforming the Navy Organization

Thirdly, we are transforming Navy leadership by participating with CNO's Task Force Mike, which was created last year to get all the systems and type commanders together to find better ways to do ship maintenance. We've carefully reviewed maintenance requirements and applied integrated logistic concepts. We also have initiatives involved with our surface ships, carriers, our aircraft, ordnance, and facilities and logistics. Already we are seeing progress in delivering better support to the Fleet. This effort is producing a more cooperative spirit and greater unity in our Navy.

For those of you have served in more than one SYSCOM, you have probably been frustrated by the lack of coordination between these major movers in our acquisition and fleet support business. I am happy to report a new spirit of cooperation at the SYSCOM level, a realization that in the age of Network Centric Warfare we must closely and synergistically deliver the goods for the Navy. We call this initiative the "Virtual Single SYSCOM": the idea of separate organizations that are agile and efficient in their areas of responsibility, yet can act as one across boundaries to deliver seamless support to the warfighter.

Any talk about transformation has to deal with the Navy and its relationship with industry. The teamwork between industry and our naval forces requires more partnering with industry. To achieve the concept of total force, we must partner with industry and seek better ways of doing that. And, just as we continue to look at ways to become even more efficient and effective, we will ask more of our Industry partners. They too must be agile, flexible, and transformational.

As a SYSCOM Commander, my job is like being CEO of a corporation. I've been part of the transformation of business management within DoD. This transformation needs to continue. We will continue to seek ways to be both more efficient and more effective in our operations. The Program Executive Offices are making efforts in this direction, too. We have focussed our shipyards, our warfare centers, and our other field activities on business planning, on lower cost and on customer support. Likewise, the Virtual SYSCOM is focused on the Fleet. As CNO has said, the Fleet is the first priority. We are following our Navy leadership in transforming to meet that priority.

We Need Transforming EDOs

Who is in the best position to *engineer* the necessary transitions for our Navy? You are! Many of the turning points in our Navy's rich history of victory and success have been brought about by our EDOs. For more than 200 years, EDOs have ensured the transformation of our Navy—from sails to steam to atoms, and from Dahlgren guns to Tomahawk missiles to armed UUVs—we have brought the engineering know-how and accomplishment to the Fleet. To keep our leadership transformers, EDOs need to work across the spectrum, from design and business issues to the nuts and bolts of our ships and the systems that go on them.

This summer, as I end 35 years of service to our Navy, I can tell you, it has been a most rewarding career. It included attending some of the best schools in our country, working on some of the most important programs in our Navy, and meeting the most intelligent, fascinating, and dedicated people in the world. My career and service as a Navy Engineering Duty Officer has transformed me and given me a tremendous opportunity to serve. So, I ask each of you to pass this same opportunity on to a fellow naval officer, to recruit one EDO for our Navy. Introduce that person to a fantastic career. Our Navy and America needs them. That is how you will be **keeping America's Navy #1 in the world.**

Knapp...

Continued from page 4

of CVN 77, the tenth and final NIMITZ-class carrier. CVN 77, the transition ship to the CVNX-class, will deliver to the fleet in 2008. We are continuing our efforts to develop CVNX with a Milestone B scheduled for later this year.

Recently, PEO Carriers teamed up with DeWolff, Boberg and Associates (DB&A) to make our organization a model of efficiency. We have accomplished this by instituting business processes and metrics that enable our organization to focus on the "Right Activities," at the "Right Time," for the "Right Results." This process has enabled us to be more effective and efficient in accomplishing our missions. Our successes in efficiencies have been noticed not only within NAVSEA, but also within the CNO staff. We look forward to sharing our accomplishments with you.

As I close, I must comment on my trips to the Engineering Duty Officer School. As usual, I was thoroughly impressed with the caliber of officers joining the EDO community. You are clearly the best, and without a doubt, "Head and Shoulders" above all. As I close out my naval career, I want to sincerely express and thank each and every one of you for the superb work you are doing. As I turn this watch over to the new leaders, there is no hesitation in my mind that you will continue to lean forward in the saddle. Good luck to each of you and continue to lead while embarking on an exciting and rewarding journey.

Klemm...

Continued from page 5

There is a large population of the Reserve ED community affiliated with Headquarters. The past six months have tightened that bond within the community as we looked to our Reserves to assist in many of the additional tasks associated with Force Protection and Combating Terrorism. Our Reserve Detachments were instrumental in establishing a Command Center which has served as an information fusion center since October. Their professionalism, Engineering Duty acumen and diverse backgrounds made them a most welcome asset in this arena.

CAPT David Sapone and Mr. Bernie Clark

We at NAVSEA 04 and our field activities are collectively the Navy's investment to focus attention on performance and reliability enhancement and cost reduction in Fleet readiness. It is our mission to provide the best possible support and service to our fleet and it is our tasking from CNO to do so with increasing efficiency and lower cost. This is not an insignificant challenge. The balance of reinvestment in and recapitalization of the Fleet is dependent on our success. NAVSEA receives a little over 25% of Navy's TOA, therefore, we are responsible for the generation of $2.5B of the CNO goal of $10B of internal TOA savings. Given the fact that 78% of all NAVSEA funds go to contractors, NAVSEA cannot go it alone. We must have a 10% reduction in cost of private sector cost to meet the CNO objective. This is a serious mission. Your Navy is depending on you to use your toolbag of reengineering and process improvement. Let's lead the way and keep our Navy on track to recapitalize.

(Left to Right): LCDR Rob Briede, LDCR Jim Robillard, LCDR Julie Chalfant, LCDR Pete DiCarlo, CDR Tony Luna (Missing from Photo: CAPT Tom Tursico, CAPT John Webb, CDR Frank Vaccarino, CDR Mike Valliere.

Baugh

Continued from page 6

of automated information systems that support maintenance; and (5) define the levels of training required to support 3-M. These five basic requirements are the building blocks from which complex Enabling and Terminal Objectives for the "3-M professional of the future" will be developed.

As you can see, the familiar phase of "Nothing is constant except change itself" is quite appropriate. As September 11th pointed out, that we live in a world where the assumption that the status quo is good enough is a dangerous mindset. In our positions as EDs we need to be inquisitive; ask why; can we do this better; push the envelope. With our curious minds, we can demonstrate our value to the Navy in making the Fleet ready to-

Getting Lean...

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LPD Erection Value Stream Map (LPD 17). (l to r): LTjg R. Williams, CDR S. Mitchell, LCDR H. Stevens, CDR J. Coumes. Photo by: Spike Thibodeaux, TMA

their sleeves and actively lead change.

QA and the Project Offices, led by EDs **CDR Jim Coumes** (LPD 17 PMR), **CDR Steve Mitchell** (T-AKR PMR), **LCDR Carlos Suarez** (LCAC Project Officer), and **LCDR Henry Stevens** (LPD 17 Class Ship Superintendent), participate in "shop floor and building ways" events, streamlining processes . Engineering, Contracts, Comptroller, and Material teammates participate in "above the shop floor" events, refining their integrated support efforts. To date, NAVSEA New Orleans has participated in 15 of NGSS's Lean Events.

Results Count.

LPD 17's erection site is a test bed for lean shipbuilding and, with seven months under its belt, results are encouraging. Prior contractor performance of butt weld completion (the weld between construction units or building blocks) was 65 days, with over 100 butt welds in process on a single hull. Nearly 25% complete, LPD 17 has averaged 34 days (48% improvement) and kept the work-in-process to a very manageable 20 butt welds. These results fully support on-time delivery.

How could such tremendous results be achieved, with little capital improvement? Here's a taste. A joint contractor / Navy team, led by LCDR Stevens, eliminated multiple layers of cleanup and inspections prior to customer callout of welds. The new process has stabilized at 1.5 days, down from 12 days, craftsmen pride and accountability are high, and efforts are underway to further decrease this waste to zero. The timeliness and quality of contractor responses to Corrective Action Requests (CARs), issued by SUPSHIP, were hindering contract effectiveness. Lean process improvements have decreased the response time from 40 days to 21 days (48% improvement) and decreased the initial (contractor) response reject (by SUPSHIP) rate from 16% to less than 5%. Additionally, through lean, the Contract Change Process, defined here as the time from the change request to the contractor's proposal submittal, was decreased from 164 days to 41 days (75% improvement).

Without substantial Navy involvement, encouragement and commitment, less would have been achieved. Changing business practices without altering customer interaction results in sub-optimized processes. Therefore, the Navy, as part of the team, must be willing to realign and adjust the way it administers and oversees contracts. Our goal through lean: meet or exceed the CNO's challenges of faster procurement timelines and lowered acquisition costs through continuous improvement and best business practices.

INSURV...

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C5 Systems

Although an individual inspector is normally assigned two primary inspection areas, a large number of cross-training possibilities exist. This allows increased professional development as well as the ability to share the workload among all of the C5 inspectors.

In some cases, such as on a small ship or MSC vessel, one inspector may be responsible for the entire gamut of C5 systems. MSC ships also provide INSURV inspectors an opportunity to see the latest commercial navigation, radar, and other mission systems in operation.

Other training opportunities abound. CDR Neil Bourassa, the current communications/information systems inspector for the Surface Trails Board, is working toward the completion of DAWIA Level III certification in Test and Evaluation. In addition, participation in Acceptance Trials (AT), Combined Trials (CT), and Final Contract Trials (FCT), gives the inspector exposure to the different NAVSEA/PEO program offices and the new construction SUPSHIP community. This allows for informal discussion with EDs working those jobs and an expansion of their professional network. In turn, these networking opportunities may help identify a prospective future assignment and assist with other career development decisions.

LCDR Drew Lambley climbs the mast of the USS Abraham Lincoln (CVN 72) following the "underway" phase of the Material Inpsection.

With an ongoing requirement for ships to receive a Material Inspection once every 3 to 5 years, INSURV provides Engineering Duty officers a unique assignment by "inspecting a few and learning a lot."

availability is planned, why certain decisions were made, and how the entire process requires a teaming effort among all members. It puts things into perspective for me," said LCDR Hooks.

LCDR Jess Arrington is one of the SAIPAN project's Assistant Project Superintendents (APS's). He is responsible for integrating the work of the shipyard, the ship, and over 50 contractors including 37 Major Alteration Installation Teams (AITs). "I was here as a member of ship's force for SAIPAN's COH in 1994-1995…. It is great to be in a position as an ED to make things better for the crew and the ship. There are countless opportunities to make a difference here in the shipyard," said LCDR Arrington.

Recent MIT graduate, CDR(sel) Michael Malone arrived in the shipyard only months ago but is already making major contributions as the Deputy Project Superintendent for the four month KEARSARGE availability. "Our project may be four months in duration but there are a number of similar challenges (to SAIPAN) that we've faced…We've had hundreds of different workers onboard representing a number of different organizations. Personally, I've already been afforded the opportunity to work with the Command leadership, SURFLANT representatives, major sponsors such as SPAWAR, and with NAVSEA Program Office and Warfare Center representatives. If I would have known more about the shipyard, the ED community and what EDs did, I would have become an ED even earlier," stated CDR(sel) Malone.

Each of these EDs have seized leadership opportunities at Norfolk Naval Shipyard, opportunities to work with members of the shipyard, the ship and a number of outside organizations, to form one TEAM, the A-Team. They provide service to our Big Deck Amphibious Warships and continue to support NNSY's mission: Service to the Fleet: Any Ship, Any Time, Any Where.

Recruiting...

Continued from page 10

Navy," said Captain Robin Hiddemen, Engineering Duty Officer Community Manager. "If we are going to grow and continue to attract high quality engineers, we all need to take a more active role in recruiting". Sounds like we need to be on the lookout for more recruiting opportunities! To find out how you can help in building the future of the ED community through recruiting, contact LCDR Shannon Terhune at (901)-874-3085 or p445d@persnet.navy.mil.

Award...

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(CG 34); and USS *Spruance* (DD 963). Captain Lewis was selected to become an Engineering Duty Officer in 1985.

Also recognized with SNA/ USNI literary awards were Master Chief Anthony Evangelista, USN, for "Never Give Up in the War for People", and Captain L.H. Rosenburg, USN and Lieutenant Commander R. T. Anderson, USN, who co-wrote "Stopped Short by Mines".

Dwyer...

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where he served as Combat Systems Officer, Business Manager and Planning and Engineering Officer.

Rear Admiral Dwyer assumed command of the Naval Electronic Systems Security Engineering Center, Washington, DC in 1991. He was responsible for development and support of all Navy, Marine Corps and Coast Guard cryptographic equipment and computer security software.

In 1994, Rear Admiral Dwyer reported to Strategic Systems Programs (SSP) as Head of TRIDENT Fire Control and Guidance Systems. In 1995, he was assigned as Executive Assistant to the Commander, Naval Sea Systems Command.

He returned to Strategic Systems Programs in 1996 as Head of the TRIDENT Missile Branch, and in 1997 was selected to be the Technical Director of Strategic Systems Programs.

Rear Admiral Dwyer became the 10th Director of Strategic Systems Programs in April 2000.

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Director for the many BMC2 elements that will integrate the BMDS. CDR Lawson serves as the Deputy Director for System Test and Assessment, responsible for the system wide BMDS test program including critical measurements, experiments, wargames, hardware-in-the-loop, lethality, and integrated system testing. CDR May is the Deputy Program Manager for the KE boost element.

CAPT Grant is the Program Manager for the Ship Based Midcourse (SMD) element. He has held this position since 1997. In guiding development of the SM-3 missile and Aegis LEAP intercept (ALI) computer program from their earliest days, he has laid the foundation upon which future Navy BMD systems will be built. CDR Walden is the system engineer for all SMD development activities and CDR (Sel) Gannon runs the Aegis LEAP Flight Test Program (ALFTP). On January 25th of this year, SMD achieved a milestone in ballistic missile defense, succeeding on the first attempt in the intercept of a ballistic missile by a ship-launched interceptor. This occurred on the ALFTP FM-3 mission conducted on USS LAKE ERIE at PMRF in Hawaii. In recent years, ALI configured Aegis cruisers (USS SHILOH, USS LAKE ERIE, and USS PORT ROYAL) and high range resolution (HRR) configured Aegis destroyers (USS HOPPER, USS

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Paige...

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RUSSELL and USS PAUL HAMILTON) have participated in numerous ballistic missile tracking exercises to demonstrate Aegis BMD functionality. The HRR test bed provides SPY-1 capability to collect length measurements on objects in track. Such measurements are important for successfully engaging certain types of ballistic missiles.

These are very interesting times for those working to define a development path for Naval BMD systems. Many factors, including President Bush's decision to withdraw from the ABM treaty, MDA's new approach to BMDS acquisition, the success of SMD's test program, BMDS interest in forward deployed ship-based surveillance radars, and advanced capability concepts under consideration for ship based mid-course and sea based KE boost, have created an unexpected necessity and opportunity for innovation in defining Naval components for the BMDS. The EDs at MDA, in coordination with OPNAV, NAVSEA, and SPAWAR, are in the center of this process.

There are interesting parallels between the current state of Naval BMD systems and past Navy involvement in strategic offensive weapons. In the early days of strategic offensive weapons, the Air Force was established as the agency with primary responsibility. However, the contribution of a naval component to this mission was so compelling that it became a major part of the National strategy. Similarly, homeland defense systems, including National Missile Defense, are traditionally ground based and viewed as an Army responsibility. As occurred before, there is a gradually emerging recognition of the compelling capability a naval component brings to ballistic missile defense. Could EDs become as central to ballistic missile defense as they are now to the SLBM component of the United State's strategic forces? Why not? One of the invaluable aspects of having EDs and unrestricted line officers serving at MDA is to ensure the capabilities of a naval component for the BMDS are recognized and understood. Bridging the cultural divide between MDA's view of weapon system acquisition and the Navy's is a never-ending imperative for Navy personnel assigned to MDA. The ongoing presence of EDs within MDA is an important step toward integrating the Navy into ballistic missile defense.

CHANGES OF COMMAND

DATE	COMMAND	OUTGOING	INCOMING
OCT 2001	CO EDO SCHOOL	CAPT J. R. EXELL	CAPT F. J. CAMELIO
OCT 2001	CO AEGIS TECH REP	CAPT P.J.CORBETT	CAPT (S) B. K. PRICE
OCT 2001	CO PORTSMOUTH NSYD	CAPT V. T. WILLIAMS	CAPT K. M. MCCOY
OCT 2001	CO SCSC WALLOPS ISLAND	CDR J. L. MCGETTIGAN	CDR T. ATKINSON
OCT 2001	NXDIVU PANANMA CITY	CDR E. N. CHRISTENSEN	CDR P. J. KEENAN, JR.
NOV 2001	SUPSHIP NEW ORLEANS	CAPT D. J. VOGEL	CAPT J. R .EXELL
NOV 2001	PEO SUBS (PMS 395)	CAPT T. A. GARDNER, JR.	CAPT J. M. FALLONE
APR 2002	CO SPAWARSYSCEN	CAPT E. L. VALDES	CAPT T. V. FLYNN

CHANGE OF DUTY

RANK	NAME	TO	REPORT
RDMU	KLEMM WILLIAM R.	NAVSEA (SEA 04)	DEC 2001
RDML	BAUGH DALE E.	CINCLANTFLT NORFOLK VA	DEC 2001
CAPT	BRY WILLIAM A.	SPAWARSYCOM (PMW 166)	FEB 2002
CAPT	BUCZYNSKI PETER S.	SSFA GBS SUPPORT OFFICE	MAR 2002
CAPT	CAMELIO FRANCIS J.	EDO SCHOOL PT HUENEME	OCT 2001
CAPT	CRAMP BERNARD J.	PEO TSC (TD1)	OCT 2001
CAPT(S)	ECCLES THOMAS J.	NAVSEA (SEA 00A)	FEB 2002
CAPT	EXELL JOHN R.	SUPSHIP NEW ORLEANS LA	NOV 2001
CAPT	FALLONE JOSEPH M.	PEO SUBS (PMS 395)	FEB 2002
CAPT	FLYNN TIMOTHY V., III	SPAWARSYSCEN SAN DIEGO CA	APR 2002
CAPT	LUEBKE WILLIAM H.	NAVSEA (SEA 05D)	JAN 2002
CAPT	PEDERSEN DEAN M.	ASSTSECNAV RDA	NOV 2001
CAPT(S)	MCCLOSKEY MARGARET A.	SUPSHIP NEWPORT NEWS VA	NOV 2001
CAPT	MCCOY, KEVIN M.	PORTSMOUTH NAVSHIPYD	OCT 2001
CAPT(S)	MCGETTIGAN JOSEPH L.	PEO TSC (IP)	NOV 2001
CAPT(S)	PRICE BYRON K.	AEGIS TECH REP	OCT 2001
CAPT	SCHULZE KURT D.	CINCLANTFLT NORFOLK VA	JAN 2002
CAPT	STILTNER DEBORAH R.	MISSILE DEFENSE AGENCY	NOV 2001
CAPT(S)	SUDOL PATRICIA M.	PEO EXW (PMS 325)	DEC 2001
CAPT(S)	SYCHTERZ JOSEPH A., III	PORTSMOUTH NAVSHIPYD	OCT 2001
CDR	ALFARO RAYMOND M.	SPAWAR ACT PAC PEARL HARBOR HI	NOV 2001
CDR	ANTONIO BRIAN K.	PEO TSC (PMS 400F)	DEC 2001
CDR	URBON BRUCE C.	FTSCLANT NORFOLK VA	FEB 2002
CDR	VANPETTEN THOMAS L.	NAVSEA (SEA 92Q)	OCT 2001

CHANGE OF DUTY

RANK	NAME	TO	REPORT
CDR	ATKINSON TIMOTHY	SCSC WALLOPS ISLAND VA	OCT 2001
CDR	BAKER CHARLES E., JR.	OPNAV (N801G1)	FEB 2002
CDR	BELEN ROBIN L.	NAVSEA (SEA 05D3)	NOV 2001
CDR	BERKEY RICHARD D.	COMNAVAIRLANT NORFOLK VA	JAN 2002
CDR	BERTSCH GEORGE M.	COMNAVSURFLANT NORFOLK VA	OCT 2001
CDR	BISHOP DAVID T., JR.	NAVSEA PMS 395	MAY 2002
CDR	CARLSON SCOTT M.	PEO TSC (PMS 400B)	NOV 2001
CDR	CHISM STEVEN R.	NRL SUP DET WASH DC	DEC 2001
CDR	CORBIN DANIEL P.	PEO IT WASH DC	OCT 2001
CDR	DAVIDSON JOHN C.	NORFOLK NAVSHIPYD	FEB 2002
CDR	EAKES MARK W.	COMNAVAIRLANT NORFOLK VA	APR 2002
CDR	GALSGAARD ALLAN G.	SPAWARSYCOM PMO SAN DIEGO CA	DEC 2001
CDR	HANSON CRAIG D.	PORTSMOUTH NAVSHIPYD	OCT 2001
CDR	KEENAN PATRICK J., JR	NXDIVU PANAMA CITY FL	OCT 2001
CDR	LONGENECKER FREDRIC W.	NAVSEA (SEA 05D3)	OCT 2001
CDR	MATHERS BRUCE H.	DON CHIEF INFOFC	APR 2002
CDR	MATTINGLY TIMOTHY S.	COMNAVSURFPAC	JAN 2002
CDR(S)	MERRILL CRAIG F.	PEO SUBS (PMS 392A)	APR 2002
CDR(S)	MUGGLEWORTH CHARLES E.	SSFA CHANTILLY VA	DEC 2001
CDR	MULLARKY ANTHONY J.	PEO SUBS (PMS 392A)	OCT 2001
CDR	NOVAK FRANCIS G.	NAVSEA (SEA 05R2)	NOV 2001
CDR(S)	PAYNE BARRY W.	PEO SUBS (PMS 350)	DEC 2001
CDR	POTKAY GARY P.	NAVSEA (PMS 393)	OCT 2001
CDR	REILLY KEVIN D.	SPAWARSYCOM PMO SAN DIEGO CA	FEB 2002
CDR	REINA GERARD J.	NORFOLK NAVSHIPYD	OCT 2001
CDR	REINKE RICHARD E., III	CNR ARLINGTON VA	OCT 2001
CDR(S)	SCOFIELD CHRISTOPHER D.	NAVSEA (SEA 92C)	NOV 2001
CDR(S)	SUTTON GEORGE M.	PEO (S) (PMS 500)	JAN 2002
CDR	SCOTT LEWIS J.	COMLOG WESTPAC	OCT 2001
CDR	SITYAR IRMA	SPAWAR L USMC C41	FEB 2002
CDR	SOULE RALPH T.	USS EISENHOWER (CVN 69)	MAR 2002
CDR	STANKO MARK T.	FTSCPAC SAN DIEGO CA	MAR 2002
CDR	SURKO STEPHEN W.	NAVSURFWARCEN BETHESDA MD	FEB 2002
CDR	TORSIELLO KEVIN A.	USS GEORGE WASH (CVN 73)	NOV 2001

CHANGE OF DUTY

RANK	NAME	TO	REPORT
CDR	WALKER JOHN A., III	DIRDIVOFNREACDOE	MAR 2002
CDR	WESTER RODERICK C.	USS RONALD REAGAN (CVN 76) (PCU)	NOV 2001
CDR	WIEGAND MICHAEL J.	USS CONSTELLATION (CV 64)	NOV 2001
CDR	WINKELJOHN JEFFREY A.	PEO SUBS (PMS 350)	MAY 2002
CDR	YUSICIAN JOSEPH	USS JOHN F KENNEDY (CV 67)	JAN 2002
LCDR	BALLOU MICHAEL A.	PUGET SOUND NAVSHIPYD	APR 2002
LCDR	BARETELA MICHAEL J.	NAVPMOSSP SUNNYVALE CA	APR 2002
LCDR	BITTING JOHN H., III	CRSG NORFOLK VA	OCT 2001
LCDR	BROWN SCOTT M.	USS EISENHOWER (CVN 69)	OCT 2001
LCDR	CARFF PAUL F.	NAVSURFWARCENDIV CRANE IN	NOV 2001
LCDR	CARLING LEO J., IV	NAVSURFWARCENDIV BETHESDA MD	NOV 2001
LCDR	COFFMAN JAMES W.	SPAWARSYSCEN CHARLESTON SC	DEC 2001
LCDR	COOKE RABON E.	SPAWARSYSCOM SAN DIEGO CA	JAN 2002
LCDR	DAWSON PHILLIP E., III	SUPSHIP BATH ME	APR 2002
LCDR	DEBUS STEVEN M.	PEO SUBS (PMS 401)	NOV 2001
LCDR	DICKEY BRUCE A.	USS MOUNT WHITNEY (LCC 20)	MAY 2002
LCDR(S)	DURANT BRIAN R.	SPAWARSYCOM PMO SAN DIEGO CA	APR 2002
LCDR	FADLER DAVID C.	SPAWARSYCOM PMO SAN DIEGO CA	MAR 2002
LCDR	FLORENCE DENNIS E.	COMNAVAIRLANT NORFOLK VA	NOV 2001
LCDR	FRANCE FREDERICK M., JR.	SUPSHIP GROTON CT	MAY 2002
LCDR	GLOVER MARK V.	SPAWARSYSCEN SAN DIEGO CA	DEC 2001
LCDR	GRASDOCK DARLENE K.	SUPSHIP GROTON CT	NOV 2001
LCDR	GREEN MARY E.	COMSPECBOATRON TWO	MAY 2002
LCDR	HAMILTON BRUCE H.	NAVSEA (SEA 00C)	OCT 2001
LCDR	HEATTER THOMAS W.	PEO TSC (PMS 461)	OCT 2001
LCDR	HEKMAN THOMAS P.	SIMA SAN DIEGO	NOV 2001
LCDR	HELLER SCOTT D.	EDO SCHOOL PORT HUENEME CA	DEC 2001
LCDR	HERNANDEZ ANDREW A.	SSFA CHANTILLY VA	OCT 2001
LCDR	HOLMES CHRISTOPHER D.	PEARL HARBOR NAVSHIPYD & IMF	NOV 2001
LCDR	HOOKER DONALD T., II	NAVSEA (SEA 05U4)	FEB 2002

CHANGE OF DUTY

RANK	NAME	TO	REPORT
LCDR	LEARY MARK A.	CINCLANTFLT NORFOLK VA	JAN 2002
LCDR	LEGEAR RUSSELL E.	NAVSEA (SEA 53D4)	OCT 2001
LCDR	LUND JOHN J.	PEARL HARBOR NSYD & IMF	JAN 2002
LCDR	MACRITCHIE JOEL R.	SPAWARSYSCEN SAN DIEGO	JAN 2002
LCDR(S)	MARKLE HOWARD B.	PEARL HARBOR NSYD & IMF	DEC 2001
LCDR(S)	MARKOWICZ JOHN C.	PEARL HARBOR NSYD & IMF	DEC 2001
LCDR	MASTEN ADAM W.	PEARL HARBOR NSYD & IMF	NOV 2001
LCDR	MAYFIELD TODD A.	USS NASSAU (LHA 4)	OCT 2001
LCDR	MERCER CHRISTOPHER P.	NAVSEA (SEA 05Z3)	DEC 2001
LCDR	NGUYEN RICHARD T.	SPAWARSYCOM PMO SAN DIEGO CA	JAN 2002
LCDR	PARK JOHN J.	NSWC PORT HUENEME CA	MAR 2002
LCDR	PAS MICHAEL E.	SPAWARSYCOM PMO SAN DIEGO CA	MAY 2002
LCDR	PAYNE JOHN C., JR.	AEGIS TECH REP MOORESTOWN NJ	OCT 2001
LCDR	RAPHAEL ROY A.	USS PELELIU (LHA 5)	JAN 2002
LCDR	REASON JOSEPH P., JR.	SSFA CHANTILLY VA	OCT 2001
LCDR	REID WILLIAM H.	SUPSHIP PASCAGOULA MS	MAY 2002
LCDR	ROBERTS ANTHONY P.	COMOPTEVFOR NORFOLK VA	OCT 2001
LCDR	SAUNDERS ROBERT P., JR.	FTSCPAC DET EVERETT WA	OCT 2001
LCDR	SMITH CHARLES S.	NORFOLK NAVSSHIPYD	JAN 2002
LCDR	TERHUNE SHANNON D.	CNAVPERSCOM (PERS-445D)	MAY 2002
LCDR	THORNGREN FRANK R., JR.	NSWCSSES PHILADELPHIA PA	DEC 2001
LCDR	TRAPP THOMAS A.	COMSUBPAC PEARL HARBOR HI	NOV 2001
LCDR	VANDENBERG SCOTT M.	NORFOLK NAVSHIPYD	NOV 2001
LCDR	VANDROFF MARK R.	PEO TSC (PMS 400D)	FEB 2002
LT	GALLAGHER KEVIN R.	DIRDIVOFNREACDOE	OCT 2001
LT	GEORGE DANIELLE N.	SIMA SAN DIEGO CA	DEC 2001
LT	HARRELL JAMES W.	SUPSHIP JACKSONVILLE FL	DEC 2001
LT	HARTMAN LAURA M.	DOE NREACTRO BREMERTON WA	FEB 2002
LT	LIPSEY STEPHEN A.	COMREGSUPGRU NORFOLK VA	APR 2002
LT	SEXTON NEIL G.	SHPREPFAC YOKOSUKA JA	JAN 2002
LT	STETSON SCOTT W.	PORTSMOUTH NAVSHIPYD	APR 2002
LT	WOODWARD ERNEST C., JR.	SUPSHIP INGELSIDE TX	DEC 2001

Fair winds and following seas. . . . .

ADMIRALS

YOUNT GEORGE R.	NAVSEA (SEA 05)	01 OCT 2001
CARNEVALE, JOSEPH A.	CINCLANTFLT	01 FEB 2002

CAPTAINS

ARMSTRONG, DAVID T., JR.	SHPREP FAC YOKO	01 OCT 2001
HEPBURN, RICHARD D.	SUPSHIP BATH	01 OCT 2001
MORANVILLE, MARK S.	PEO/MP NEW ORLEANS	01 OCT 2001
PARKER, FREDERICK H.	PEO TSC (PMS 400D)	01 OCT 2001
ROWLAND, DANA W.	OPNAV (N43)	01 OCT 2001
CORBETT, PHILIP J.	AEGIS TECH REP	01 JAN 2002
CETEL, ALAN J.	CNR PMR 51	01 FEB 2002
VOGEL, DAVID J.	SUPSHIP NEW ORLEANS	01 FEB 2002
WILLIAMS, V. T.	PTSMH NSYDPTMWCF	01 FEB 2002

COMMANDERS

COBERG, FRANCIS R.	NAVSEA 05U	01 OCT 2001
DURANTE, GARY G.	SPAWARSYSCOM	01 OCT 2001
MARTIN, MARY ELLEN	SSP WASH DC	01 OCT 2001
TERTOCHA, JAMES C.	PEO TSC PMS 400B	01 OCT 2001
BONCAL, RICAHRD J.	COMNAVAIRLANT	01 NOV 2001
CHRISTENSEN, ERIK N.	NXDIVU PANCTY CO	01 FEB 2002
KLOCEK, ROBERT A.	NAVSEA (PMS 377)	01 FEB 2002
WILLIAMS, JAMES M., JR.	AEGIS TECH REP NJ	01 FEB 2002
CISSEL, MATTHEW B.	PEO (W) (PMA 282)	01 FEB 2002
BROWN, JAMES P.	USS NIMITZ (CVN 68)	01 APR 2002
WHITMAN, CLARK E.	PEO TSC (PMS 400F4)	01 APR 2002

LIEUTENANT COMMANDERS

YOUNG, JOHN M.	COMNAVSURFGRP MED	01 OCT 2001
DEVANY, DANIEL L.	DTRA	01 DEC 2001
HOCKGRAVER, VALERIE R.	PEO W PMA 282	01 DEC 2001
SCHAFER, JEFFREY L.	NAVSEA SEA 05J3	01 JAN 2002
SERBINSKI, THEODORE J.	NAVSEA	31 JAN 2002
CHILDS JAMES L., JR.	NSWCD PORT HUENEME	01 FEB 2002
CAMPBELL, MARVIN G.	EDO SCHOOL	28 FEB 2002
PHELPS, DAVID D.	COMNAVSURFLANT	01 MAR 2002
MCGLOTHIN, JAMES J.	NAWCWD WSANDS	01 APR 2002

Fair winds and following seas. . .

LIEUTENANTS

WILBUR, MICKEY J.	NSWCSSES	01 NOV 2001
MCKERROW, GARY R.	NSWCD DAHLGREN	01 MAR 2002
THORNE, RICHARD L.	COMNAVSURFPAC	01 MAR 2002

EDQP COMPLETIONS

- LCDR Bitting, John H., III	**Norfolk NAVSHPYD**	**- LCDR Smith, James R.**	**Pearl Harbor NAVSHPYD & IMF**
- LCDR Brachfeld, Lawrence J.	**SPAWARSYSCEN SDiego**	**- LCDR Tate, William R.**	**SUPSHIP San Diego**
- LCDR Earls, Craig P.	**SWFPAC Silverdale WA**	**- LCDR Ulrich, Gary A.**	**Portsmouth NAVSHPYD**
- LCDR Giaque, Michael S.	**NSWCD Port Hueneme**	**- LCDR Walters, Allan A.**	**SUPSHIP San Diego**
- LCDR Green, Mary E.	**Norfolk NAVSHPYD**	**- LCDR Weekly, Randolph R.**	**DTRA DSWA/Lawrence Livermore**
- LCDR Hassett, James E., Jr.	**Portsmouth NAVSHPYD**	**- LCDR Wynn, Paul R.**	**Portsmouth NAVSHPYD**
- LCDR Hekman, Thomas P.	**SUPSHIP San Diego**	**- LT Dickey, Bruce A.**	**SUPSHIP Portsmouth**
- LCDR Hughes, Timothy A.	**SUPSHIP Pascagoula**	**- LT Gibbons, Andrew S.**	**SIMA San Diego**
- LCDR Kan, Joseph Y. C.	**SPAWARSYSCEN Charleston**	**- LT Greseth, Gregory J.**	**Norfolk NAVSHPYD**
- LCDR Lemon, Douglas M.	**Puget Sound NAVSHPYD**	**- LT Hand, Christopher E.**	**NSWCD Crane**
- LCDR Lehnhardt, Keith W.	**Portsmouth NAVSHPYD**	**- LT Koral, Arthur**	**SUPSHIP San Diego**
- LCDR Luck, Rodney K.	**SWFLANT Kings Bay GA**	**- LT Liddy, David W.**	**NSWCD Dahlgren**
- LCDR Marino, Stephen A.	**Norfolk NAVSHPYD**	**- LT Lipsey, Stephen A.**	**SRF Yokosuka**
- LCDR Martin, Erik H.	**SPAWARSYSCEN SDiego**	**- LT Mehls, Michael D.**	**NSWCD Dahlgren**
- LCDR Osgood, David B.	**Pearl Harbor NAVSHPYD & IMF**	**- LT McDermott, Patrick M.**	**Pearl Harbor NAVSHPYD & IMF**
- LCDR Reck, Victor, Jr.	**SUPSHIP Groton**	**- LT Prisella, Joseph R.**	**SUPSHIP Jacksonville**
- LCDR Roberts, Anthony P.	**Pearl Harbor NAVSHPYD & IMF**	**- LT Tran, Khiem Q.**	**SUPSHIP San Diego**

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